



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 21ST THEATER SUPPORT COMMAND**  
**UNIT 23203**  
**APO AE 09263**

AERPE-SM-O

15 September 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 21st Theater Support Command Policy Letter 11, Officer Management

1. References:

- a. DA Pamphlet 600-3, Commissioned Officer Development and Career Management, 1 October 1998.
- b. AE Regulation 614-2, Officer Use and Management, 11 October 2002.
- c. Army in Europe Command Policy Letter 5, USAREUR Officer (Active Competitive Category) and Noncommissioned Officer Professional Development, 4 May 2003.

2. My objective is to assign the best-qualified officers to our most critical command and staff positions. I also want to ensure officers know as early as possible in their tours how they will be assigned during their time at the 21st Theater Support Command (TSC). Our officers deserve the opportunity to receive the proper professional development assignments, to include the branch qualifying (BQ) jobs necessary to enhance proficiency in their career fields and to remain competitive for promotion and school selections. To accomplish this goal, I have established the following procedures:

a. Lieutenants.

(1) Lieutenants will be initially assigned to units with appropriate BQ positions. A lieutenant's first assignment should be as a platoon leader or in an equivalent troop-oriented position. After 12 months leading troops, the lieutenant may be moved to a staff assignment at a brigade or lower-level command (unless a specific authorization exists at a higher-level command).

(2) Due to the large number of lieutenants within the 21st TSC, each battalion level command will establish a rotation schedule to ensure every lieutenant is assigned to a troop-leading position as early as possible in their tour. Lieutenants will be counseled in writing on which troop leading-position they will be assigned to and when they will be assigned to it. When there are second lieutenants waiting for assignment as platoon leaders, lieutenants will not stay in the position as platoon leaders for longer than 12 months; exceptions must be approved by the Chief of Staff.

**AERPE-SM-O**

**SUBJECT: 21st Theater Support Command Policy Letter 11, Officer Management**

**b. Captains.**

(1) A captain who needs a company command will be initially assigned to a location where a command is available. The captain's senior rater will determine the appropriate length of the command tour; the minimum required length of a tour is 12 months and the maximum is 18 months. Officers should receive two officer evaluation reports as a commander. The Chief of Staff must approve command tours beyond 18 months. The request must be submitted no later than 12 months from when the officer took command.

(2) The Captains' Career Course (CCC) is a prerequisite to company command. If OAC graduates are not available, only I may approve non-OAC graduates as company commanders.

(3) The G1 will maintain an OML of eligible captains. The OML is a matrix of captains numerically ordered by date of rank. Officers who are already branch qualified, in accordance with DA Pamphlet 600-3, or who decline consideration will not be included on the OML. The first colonel in the chain of command must counsel those officers who decline consideration. The interview process will commence no later than 12 months from when the incumbent took command. Major subordinate commanders (MSCs) will recommend, and the Chief of Staff will approve, captains for company command. If an officer selected for command is not within the top 30 percent of the OML, the MSC commander must provide full justification on why more senior officers were not selected.

(4) Officers selected for company command will coordinate with the gaining unit to ensure a request for attendance to the United States Army Europe (USAREUR) Company Commanders Course is forwarded to the 21st TSC, G3. The officer must complete the course 2-4 months prior to the change of command date to allow for an orderly transition and inventory. The DCG will approve exceptions to this policy. In exceptional cases where an officer must move quickly into command due to relief, incapacitation, or other exigent situations, the officer will complete the course within 90 days of assuming command.

**c. Majors.**

(1) My goal is for majors to serve in two branch-qualifying positions; ideally this will be in two branch qualifying positions of 12 months each. Majors will only remain in BQ positions beyond their primary zone look to lieutenant colonel on a case-by-case basis.

AERPE-SM-O


SUBJECT: 21st Theater Support Command Policy Letter 11, Officer Management

(2) The G1 will maintain an OML for majors. It will include only those officers serving in the Operations Career Field. Majors will be rank ordered based on: current or approved pending assignment to the 21st TSC; military educational level 4 (MEL 4) status; and date of rank. Majors who have completed the MEL 4 educational requirements will be placed higher on the OML than non-MEL 4 majors. The MEL 4 majors also have priority for a second BQ position over non-BQ'd majors who are not MEL 4.

(3) Based on the OML and overall qualifications, the 21st TSC command group, in consultation with the brigade commanders, will identify officers to fill branch qualifying positions. The draft slate will be forwarded to the brigade commanders and they will have an opportunity to provide input. A final BQ slate will be prepared and forwarded to me for approval. Once the slate is approved, officers will be notified of their position on the slate.

3. The point of contact is the G1, Chief, Officer Management Branch, 484-7059.

4. FIRST IN SUPPORT!

  
BENNIE E. WILLIAMS  
Major General, USA  
Commanding

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A (21st TSC Cir 25-30)